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ABSTRACT

The trustee needs to continue the traditional responsibility of fulfilling a public trust and, in addition, must accept the new commitments to meet the services people are demanding. Economically and practically, this means learning to think in terms of total library service to the community, the region, the state and even the nation. This handbook is intended to define the role of today's library trustee in Colorado. Section I -- The Trust, contains discussions of duties and responsibilities, statutory provisions, home rule cities, types of libraries, trustee's tasks, and budgets and the library board. Section II -- The Teamwork, includes the local library board and its relationship to its members, the librarian, the public, its governing bodies, the Federal Government, the state library, and the public library systems. Section III -- The Tools, is composed of seven appendices which include: The 1947 Library Law, home rule cities in Colorado, a speech by Ted Tedesco, guidelines for a library policy, freedom to read statement, Library Bill of Rights, and steps trustees can take. (Author/NH)

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T R U S T

T E A M W O R K

and T O O L S

A HANDBOOK

FOR

COLORADO LIBRARY TRUSTEES

Prepared by
Trustees and Citizens Division
Colorado Library Association, Inc.

Published by
COLORADO STATE LIBRARY
Colorado Department of Education

1971

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PREFACE

This handbook is intended to define the role of today's library trustee in Colorado. The trustee needs to continue the traditional responsibility of fulfilling a public trust and, in addition, must accept the new commitments to meet the services people are demanding. Economically and practically, this means learning to think in terms of total library service to the community, the region, the state and even the nation. This requires teamwork.

Tools for trustees are numerous. This handbook is one. A bibliography prepared with the assistance of Miss Harriet Lute, Englewood Public Library Director, suggests many more. Materials and ideas for this handbook have been adapted from manuals from other states, the 1963 Trustees Handbook for Colorado Public Libraries, and from Mildred L. Batchelder's Public Library Trustees in the Nineteen-Sixties published by the American Library Trustee Association in 1969. Special appreciation goes to Virginia G. Young and to the R. R. Bowker Company for permission to reprint excerpts from The Library Trustee; A Practical Guidebook, R. R. Bowker (a Xerox Company), 1180 Avenue of the Americas, New York, New York 10036 (postpaid price: $9.00 net in U.S. & Canada; $9.90 elsewhere; 20% off on five or more copies). We gratefully acknowledge our debt to these sources.

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Committee members of the Colorado Library Association Trustees and Citizens Division who are responsible for this handbook are:

Mrs. V. Kelsey Carlson, Trustee, Weld County Public Library, High Plains Public Library System;
Allen G. Chamberlain, Jr. (ex-officio), 1971 Chairman, Trustees and Citizens Division, CLA, Trustee, Pueblo Regional Library;
Mrs. Clinton Gregg, Trustee, Jefferson County Public Library, Central Colorado Public Library System;
Mrs. James Hauptli, Trustee, Garfield County Public Library, Three Rivers Public Library System;
Mrs. William Hintz, Trustee, Estes Park Public Library, High Plains Public Library System;
Mrs. Frank Holder, Trustee, Rocky Ford Public Library, Arkansas Valley Public Library System;
Mrs. Gerald L. Jones (ex-officio), 1970 Chairman, Trustees and Citizens Division, CLA;
Richard McMullen, Trustee, Security Public Library, Plains and Peaks Public Library System;
Mrs. E. G. McRae, Trustee, Dolores Public Library, Southwest Public Library System;
John Overholser, Trustee, Montrose Regional Library, Pathfinder Public Library System;
Mrs. John Simon, Trustee, Englewood Public Library, Chairman.

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Section I
the TRUST

SECTION I -- THE TRUST

Duties and Responsibilities

When you accepted appointment to serve on your library board or commission you agreed to serve as a trustee of property and service for your community.

You also accepted several responsibilities. Among these are the responsibilities to: devote time and effort, support professionalism, analyze needs, recognize deficiencies, listen and inform, learn trends, incorporate change, develop cooperative programs, plan creatively, finance efficiently and effectively, promote continuing education and community culture, and know your statutory responsibilities.

> "The keys to a trustee's ability to fulfill his public trust may be his depth of knowledge of the library program and needs and their relation to the community."
> (Batchelder. Public Library Trustees in the Nineteen-Sixties, p. 35.)

Statutory Provisions

The Colorado Revised Statutes, 1963 specifically assign legal responsibilities to library trustees in the 1947 Library Law (1963 CRS 84) as amended in 1967. The Library Law appears in the appendix of this handbook. All trustees must be familiar with these statutory provisions.

Home Rule Cities

Article XX of the Colorado Constitution provides for the home rule form of government in Colorado cities. Each home rule city is guided by a city charter. Library service provisions are included in the city charters and in city ordinances. A compilation of the charter provisions appears in the 1971 revised edition of Libraries in Home Rule Cities published by the Trustees and Citizens Division of the Colorado Library Association.

THE TRUST

The Colorado Revised Statutes, 1963 (Chapter 139), permit home rule cities to hire a city manager to administer the affairs of the city. Library boards in home rule cities usually are advisory with the city manager charged with the direct control and management of the library. Boulder's City Manager, Ted Tedesco, discussed the role of library trustees in home rule cities at the 1970 Annual Convention of the Colorado Library Association. A transcript of Mr. Tedesco's talk appears in the appendix of this handbook.

Types of Libraries

In 1971 there were 124 public libraries in Colorado. Described by the type of jurisdictional organization or support there were:

59 municipal libraries (not home rule);
21 municipal libraries (home rule);
24 county libraries;
5 regional library districts;
2 regional libraries;
3 school district supported public libraries;
10 libraries supported with club or private funds.

Trustees' Tasks

Trustees are charged with performing certain basic tasks regardless of the type of library served. The primary responsibilities faced by trustees are the development of goals, objectives, policies, plans and programs.

The librarian and the trustees develop jointly the library's goals and objectives. Once the board has determined the library's policies, the librarian is responsible for implementing the plans and programs.

Statements of goals, objectives and policies should be reviewed periodically to ensure that they reflect the best interests of the library's community.

Trustees should adopt written policy statements about the following topics:

1. Personnel. The policy should provide guidelines for the qualifications of the library director,

the methods of selection and terms of employment including personnel salary schedules, fringe benefits and continuing education opportunities.

2. Collection Selection and Intellectual Freedom. Trustees must make an honest appraisal of the question of intellectual freedom recognizing that censorship is an individual matter and that libraries must reflect the varieties of opinion available in a free society and have available the materials the public wants to read. Selection policies must not reflect the political, moral, or religious biases of the board or the librarian. Library boards are advised to adopt as official policy statements the American Library Association's "Freedom to Read Statement" and "The Library Bill of Rights." Both documents are included in the appendix of this handbook.

3. Long-Range Plans and Building Programs. The trustees should develop and continually up-date long-range plans based on community analysis (see ALA's Studying the Community). Building programs should be developed in conjunction with all the jurisdiction's departments and with other libraries in the immediate area. Boards of trustees may request assistance from the state library, a graduate library school, the professional library associations, and/or planning consultants to develop plans and programs.

4. Gifts, Trusts and Bequests. Trustees should be alert to and pursue all avenues of private funds. These sources must be considered supplemental funds rather than replacement for basic tax support for library service. Care should be taken that no onerous stipulations are attached to private funds which would jeopardize the effectiveness of the total library service while recognizing that trusts and gifts must be administered and provided for in accordance with state laws.

5. Public Relations. Trustees should accept responsibility for developing written policies that delineate methods by which the board can reflect the community's interests to the library and also interpret the library's programs to the community.

Budgets and the Library Board

The most important responsibility of the public library board of trustees is the securing of funds to support

the library's programs. Charles O'Halloran proposes that trustees "should follow a course of budgeting based upon pre-determined objectives, the implementation of those objectives each year, and an analysis of the past year's performance. Thus the library and its program will come to reflect a reasonable and justifiable improvement over its current status which will be in accordance with long-range development plans." (Young. The Library Trustee, p. 67.)

Section II
the TEAMWORK

SECTION II -- THE TEAMWORK

The Local Library Board and Its Members

Members of library boards of trustees must be aware that their first responsibility is to the public to provide effective and satisfactory library service. This obligation takes precedence over personalities, prejudices and partisanship.

The local library board should:

1. Include persons with a diversity of interest, occupation, age and ethnic background with time to attend system and state meetings and workshops. Board members should have definite, staggered terms to maintain the board's vitality and continuity. Members must be willing to attend board meetings and be capable of reflecting the community's interests in board action. (In January 1971 the American Library Association resolved to "vigorously support fair geographic and socio-economic representation of the total public served in the composition of all library governing bodies.")

2. Adopt bylaws--the legal document containing matters of relatively permanent nature affecting the internal operations of the board and the library. These bylaws should recognize that an authoritative board functions as a legislative rather than as an administrative body. The bylaws should provide for: officers, specifying those to be elected and the time of the annual meeting at which the election takes place; meetings, their place, time, attendance, excused and unexcused absences, order of business, determination of quorum, parliamentary authority (i.e., Robert's Rules of Order, latest edition); procedures for calling special meetings, approving bills, auditing; methods of selection of a bank for the financial business of the library (when necessary); statements of investment procedures for funds on hand not required for immediate use; bonding requirements of the librarian; status of ex-officio members relative to voting, i. e., librarian, county superintendent of schools on county library boards (legally required), legislative representatives when invited as ex-officio members; determination of the fiscal year; ratification

of board decisions at meetings at which less than a quorum is present; payment of actual and necessary expenses of trustees; appointment of a librarian (director), length of contract, provisions to renew, general responsibilities of the job; and amending the bylaws.

3. Receive an agenda before each meeting prepared by the board president and the librarian listing problems to be discussed and, if desired, supporting information.

4. Receive minutes after each meeting or with the agenda. Minutes should contain the time, place and kind (regular or special) of meeting; names of members present and absent; summary of discussion of each item of business; statements of official action taken on each item of business; records of every vote taken.

5. Analyze the kind of library it is operating and then select the librarian most qualified to administer it. This is the board's most important responsibility.

6. Have knowledge of standards which libraries should meet, such as ALA's "Minimum Standards for Public Library Systems."

7. Share the responsibility to support the main objectives of state and federal library legislation and recognize that political boundaries must not be barriers to books and services.

8. Plan a program for continuing education by providing orientation of new members by the chairman and the librarian including: a brief history of the local library; the value of the library's property, book collection, bookmobiles, and building sites; financial status and sources of income including state and federal grants; the board's bylaws; library objectives and long- and short-range goals; library policies; list of personnel and pay scale; latest annual report; a discussion of library policies concerning dues and travel expenses for trustees to belong to and attend state, regional and national conferences and workshops. New board members should

receive their predecessors' notebooks with board minutes and monthly financial statements; a copy of the state trustee's handbook and of Virginia Young's The Library Trustee to keep at home during the term of office; a tour of the library introducing the staff to the trustee when convenient.

9. Finance dues for and travel to professional library association meetings, conventions and state workshops from the library budget, rotating this benefit, if necessary. Members are expected to read the publications received as a result of these dues payments.

10. Rotate board responsibilities to serve as chairman, system representative and on committees.

11. Visit other libraries.

12. Reserve time at board meetings for: reports on and discussion of national trends, developments, conferences; talks by professional consultants in the fields of librarianship, government, planning, etc; realistic overall evaluation of the library by the librarian; period surveys of the community's library needs.

The Local Library Board and the Librarian

> "Policies may originate from many different sources -- community groups, advisory commissions (a planning commission, for example), individuals with strong ideas on certain policies and, perhaps most frequently, the library staff." (Batchelder. Public Library Trustees in the Nineteen-Sixties, p. 33.)

The objectives of the library's programs require for their implementation: (1) establishment of policies by the board; (2) administrative action by the librarian in accordance with those policies. Policies should be formulated jointly by the board and the librarian and need to be reviewed periodically. Recommendations for policies are brought to the board by the librarian, but the final determination is the responsibility of the

board. In today's world of professionals it is sometimes necessary for the board to decide what is policy and what is administration. It has been suggested that the distinction between policy determination and administration should be clarified at the time the librarian is hired.

The library board and the librarian work together to develop plans and programs. The board and the librarian review information from community studies and surveys, consider alternatives, work out modifications, and decide what actions must be taken to accomplish the plans to meet long- and short-range goals.

The librarian implements the library programs (building, materials and personnel meeds) to meet these goals and to serve the community's needs. The board provides the financial plan to implement the goals.

The board presents the annual detailed budget to the appropriate taxing authority to set the tax rate or obtain the appropriation to implement the program with clear explanations of unusual increases or decreases of particular items. The librarian should be present at the budget hearing to answer questions on administration and financial details.

The Local Library Board and the Public

Today's library, a publicly supported educational institution, has an obligation to publicize vigorously its services and actively encourage every group in the community to use them. Everything about the library is of public interest and concern: present library programs, unmet needs and plans for the future.

Mildred Batchelder cites an article which "...warns trustees that it may be all right to encourage local service groups to raise money for donations to the library but the trustees themselves should not be involved in such volunteer money raising. Their responsibility is to convince the sources of public funds for the library of the amounts adequate to provide the service the community should have." (Public Library Trustees in the Nineteen-Sixties, pp. 49-50)

THE TEAMWORK

A program of public relations must:

1. Keep the local units of government and the legislative representatives informed of library progress and needs;
2. Interpret the library to the community and the community to the library;
3. Maintain contact and coordinate activities with public and private agencies concerned with educational, civic, cultural, recreational and vocational activities, and with environmental improvements;
4. Provide for hearings for individual citizens or groups of citizens before the board when they have specific questions or suggestions relating to the library and its program.

National Library Week is a year-round program promoting books and reading and adequate library service for all. The process of preparing for the national emphasis on libraries for one week each April offers board and librarians a time to evaluate and an occasion and reason for making new approaches to people, organizations, other agencies, and to problems and opportunities. In 1960 the American Library Trustee Association adopted a policy statement that recommends "...that trustees take the lead in forming local community NLW committees composed of civic, educational, cultural, and recreational leaders to promote better library services." (Young. The Library Trustee, p. 141)

Friends of the Library are groups of citizens who are interested in a closer relationship between the library and the public it serves. They can become an important adjunct to trustees and to the library staff in interpreting the library's services and its needs to the community. Friends need to think in terms of the library in community development and in community library development.

Although practice varies, there is a strong case for friends groups, while working closely with the library board and the staff, to remain independent of both.

1. Trustees have definite responsibilities given in state and local laws and determine library policies and approve library programs.
2. Librarians carry out policies and administer programs.

3. Trustees and librarians inform friends groups about policies and programs and friends groups , with the aid of trustees and the librarian, act within this framework.

Some libraries have a staff member designated as the official liaison with the friends group to work with them, advise them, clear matters through channels and act as a link of communication between the friends group and the library. Each group, the board, the staff and the friends group, must maintain a clear understanding of the responsibilities and functions of each other.

Purposes vary for organizing friends groups depending on group interests and community needs. According to a 1966 publication of the Colorado State Library, Friends of the Library, such groups have been organized to accomplish one or more of the following objectives:

1. To create public support for an expanding library program;
2. To encourage gifts, endowments and memorials for the library;
3. To provide direct financial assistance by purchasing for the library special and unusual items which would be of great benefit but cannot be purchased from the budget;
4. To work for library legislation or appropriations;
5. To increase hours of service by the library;
6. To intensify community awareness and use of the library;
7. To campaign for a new building or the modernization and expansion of an existing building;
8. To sponsor programs designed to add to the cultural life of the community;
9. To aid in public relations by: informing the community about the library's services and problems; communicating the needs of the community to the library board and staff; calling public attention to outstanding achievements of the staff.

The Local Library Board and Its Governing Bodies

Meaningful and continuing communication with congressmen, governors, state legislators, county commissioners, councilmen and government agency representatives is

absolutely necessary for a successful library program. Public libraries created by and trustees appointed by governmental bodies have always been a part of the political process, but today's highly organized society has increased the need and scope of trustee involvement. To implement communication:

1. Begin by widely distributing and publicizing an interesting, comprehensive annual report covering not only summarized operational facts, new programs, etc., but also needed changes.

2. Continue by keeping officials informed through personal contact and thoughtful service, news items, and casual contact through your mutual involvement in community activities.

Mrs. C'Ceal Coombs, former ALTA President, and Miss Germaine Krettek, Director of the ALA Washington Office, prepared the following checklist of what to do and what to avoid in contacts with officials.

MEETINGS

DO...	DON'T...
Meet often with elected representatives	Make it a formal occasion
Be prepared; have facts and proposals at hand	Make it a purely social occasion
Present facts clearly--prepare a one-page fact sheet	Talk in generalities (Be specific!)
	Ask for unrealistic promises
Give acceptable alternatives to the proposal	Forget to inform your own members
Put the problem on a local basis	Ask the sponsor of the bill to support the measure (He already does)
Invite the official to a question-and-answer session with your group	Forget to explain library needs in terms of human resources

THE TEAMWORK

DO...	DON'T...
Be prepared to answer questions and arguments against the proposal	Forget to be friendly and enthusiastic
Meet with the candidates before the election	
Meet with the winners after the election	
Remember to say "thank you" often!	

(from Young. The Library Trustee, p. 85)

LETTERS

1. Know whom to write--the sponsor of the bill, legislators, members of Congress, county officials, councilmen, commissioners, members of committees who consider the bill.
2. Know when to write--keep informed; time letters according to legislative action. Use the official designation for the bill and refer to its title or content to identify it.
3. Know what to say--the letter should be complete, clear, concise, correct, and courteous. Officials' voting records can be no better than the information available to help them make decisions.

TELEGRAMS

DO...	DON'T...
Remember that telegrams have been overused by pressure groups	Send unless absolutely necessary
Apply same rules as to letters	

(from Young. The Library Trustee, p. 86)

THE TEAMWORK

The Local Library Board and the Federal Government

Since 1956, with the passage of the Library Services Act, the Federal Government has provided funds specifically for public library service.

> "While public library service as a means of lifelong education is the responsibility of localities and states, the federal government should provide the necessary coordination and stimulation of this national resource as it does in the case of other matters of general welfare, such as schools, highways, and health." (American Library Association. Minimum Standards for Public Library Systems, 1966, p. 25)

Each state library agency has on file in the U.S. Office of Education a state plan providing for programs of public library service, public library construction, interlibrary cooperation among various types of libraries, services to state institutions and library services to the physically handicapped. Local jurisdictions must provide local matching funds to qualify for public library construction grants.

Members of local library boards of trustees should be aware of the federal programs of support for libraries. The Colorado State Library staff will assist library boards in the interpretation of these programs.

The Local Library Board and the State Library

A Colorado Department of Education brochure describes the State Library:

> The Office of Library Services--Colorado State Library--occupies a unique place in the structure of the Colorado Department of Education. The Colorado State Library was created by law as an administrative unit of state government with responsibility for matters pertaining to development of all types of library services for residents of the state. It was placed within the structure of the Department of Education where it functions as the Office of Library Services to facilitate

the coordination of the educational potentials of libraries with those of other educational agencies and institutions. The constitution of the State of Colorado specifies that the Commissioner of Education is also the State Librarian. This arrangement creates a situation in which the Office of Library Services-State Library can function effectively in several directions. It is empowered to work with many governmental jurisdictions in developing specific types of library programs. It is also able to coordinate the educational capabilities of library services with those of other areas of education at many levels.

In the total program of the Department of Education, the Office of Library Services functions to insure that all residents of Colorado will have full opportunity to develop those aspects of their education and/or recreational potentials which involve contact with man's resources of recorded knowledge, information and ideas.

It is the responsibility of this office to provide leadership, service, and supervision in the improvement of all types of libraries and library aervices in the state; to advance technical and general proficiency of library personnel and related personnel in the state; and to operate a library (materials and information retrieval center) to provide specialized library services for specific clientels.

There are four units in this office. They are: Continuing Education for Library Personnel; Field Programs and Consultant Services; Library Development and Programs Coordination; and Library Services for State Agencies and Institutions. All units work cooperatively with counterparts in other units of the Department of Education and with other agencies of government.

The Assistant Commissioner, Office of Library Services, is called the Deputy State Librarian in the 1947 Library Law. Local library board members may expect assistance from the Office of Library Services-State Library in planning programs to improve library services. The Colorado State Library administers a program of state financial support for library development. The "Rules and Regulations Governing Grants for Public Library Service" appear in the appendix of this handbook.

THE TEAMWORK

The Colorado Plan for Library Development is the result of the combined efforts of concerned citizens and of librarians representing all types of libraries in Colorado. It incorporates recommendations from a 1965 survey conducted by Nelson Associates, Inc. of New York City. The Plan was drafted by a committee representing the Colorado Council for Library Development, the Colorado Library Association, and the Colorado State Library. After a series of public hearings the "Colorado Plan" was approved by the State Board of Education in September 1966 and was adopted by the Colorado Library Association at its Annual Business Meeting in October 1966.

The Committee which drafted the Plan states in the Foreword:

> "The Plan is intended to serve as a general guide for the development of library service in the state. Many of the programs listed here in outline only, will require further, more detailed planning before implementation is achieved. It is anticipated that this further development will be undertaken on a regular schedule leading to full implementation of all objectives over a period of time. It is also anticipated that a regular program of review and evaluation will be carried on by the library profession in order to keep the Plan in accord with new concepts of library service as these develop."

The Executive Board of the Colorado Library Association has requested the State Library to conduct a review and evaluation of the Plan and to present revisions to the membership of the Association at its Annual Convention in 1972.

Several recommendations in the "Colorado Plan" have been implemented by the State Library. Most notable progress has been made in the establishment and support for the development of public library systems covering the entire state. The Plan calls for further "...combining of strengths--local, state, federal and private--to the end that equality of opportunity is fostered and that the totality of Colorado library resources may be organized into an efficient and economical pattern of improved service and greatly extended access to information for all citizens."

THE TEAMWORK

The Local Library Board and the Public Library Systems

> "When libraries of a number of political units in a given area in the state join together in systems, library resources--including personnel and materials--are strengthened, duplication of effort is reduced, new or improved services are made possible and tax monies are prudently and efficiently employed. The establishment of strong library systems covering the entire area of the state is essential to the improvement of library service in Colorado." (Colorado Plan for Library Development, pp. 26-27).

The State Library's "Rules and Regulations Governing Grants for Public Library Service" define a public library system as "an organization of public libraries within a geographical area designated by Colorado State Library, which receives special financial support from local, regional, or state appropriations in order to provide more comprehensive library service in the geographical area served by the system."

There are seven public library systems covering the State of Colorado. A directory of the systems and the member libraries is included in this handbook.

Member libraries have representation from their local library boards on the systems' councils or policy-making bodies. Membership in a system does not reduce the autonomy of the local library. System programs are designed to supplement and improve local library services.

Local library boards are responsible for assisting in the planning of system programs. Each member should be cognizant of the benefits to be derived from participation in regional, as well as state and national, cooperative activities. Each trustee must be willing to keep informed and to contribute to the goal of better libraries for the future.

Section III
Appendix
the TOOLS

Appendix I

1947 LIBRARY LAW

(Chapter 84, Colorado Revised Statutes, 1963)
As amended by HB 1215 (Baer Bill), 46th General Assembly

CHAPTER 84, CRS, 1963

LIBRARIES

ARTICLE I

84-1-1. Public policy.--It is hereby declared to be the policy of the state, as a part of its provision for public education, to promote the establishment and development of publicly supported free library service and bookmobile service throughout the state, to encourage the development of libraries of all types and aid in their establishment, improvement and maintenance, and to encourage and assist in improving the technical proficiency of persons skilled in library science.

84-1-2. Definitions.--As used in this article, unless the context clearly requires otherwise:

(1) "Governmental unit" means any county, city, city and county, town, or school district of the state of Colorado;

(2) "Legislative body" means the body authorized to determine the amount of taxes to be levied in a governmental unit;

(3) "Public library" means a library supported in whole or in part with money derived from taxation and which is for the free use of the public;

(4) "County library" means a public library maintained by a county;

(5) "Regional library district" means a public library maintained by two or more governmental units or parts thereof;

(6) "School library" means a library maintained by a school district for the use of its students and the general public under such regulations as the district may prescribe;

(7) "Taxpaying elector" means a person who is qualified to vote at general elections in this state and who within the twelve months immediately preceding the signing of the petition herein mentioned, paid a

general tax upon real or personal property within the governmental unit.

84-1-3. State library.--The state library is hereby created as a division of the state department of education, and its operation is declared to be an essential administrative function of the state government.

84-1-4. State librarian.--The state commissioner of education as ex-officio state librarian, shall have charge and direction of the state library, except that he shall have authority to delegate to the deputy state librarian any or all of the powers given to the state librarian in this article for such periods and under such restrictions as he shall see fit.

84-1-5. Deputy state librarian.--The deputy state librarian shall be appointed by the state librarian, under provisions of article XII, section 13, of the constitution of Colorado. The deputy state librarian shall be a person who shall have had at least one year's preparation in a library school which is accredited by the American library association, and shall have had at least three years' experience in library work during the five years immediately preceding his appointment.

84-1-6. Powers and duties of librarian.--The state librarian shall have the following powers and duties, with respect to the state library:

(1) He shall make reasonable rules and regulations for the administration of the provisions of this article; for the control, maintenance and use of the state library; for the purchase, control and use of books and materials; for the lending of such books and materials to publicly supported libraries and institutions; for the establishment, maintenance and operation of libraries in the penal, correctional, charitable and medical institutions operated by the state;

(2) Subject to the provisions of article XII, section 13, of the constitution of Colorado, he shall appoint all professional and clerical help in the state library;

(3) He shall furnish or contract for the furnishing of library or information services to state officials and departments;

(4) He shall furnish or contract for the furnishing of library service to penal, correctional, charitable and medical institutions operated by the state;

(5) He shall make a biennial report concerning the activities of the state library to the governor, on or before the first day of December prior to the convening of the regular session of the general assembly.

84-1-7. Additional powers and duties of librarian.--The state librarian shall have the following powers and duties, with respect to other libraries in the state:

(1) He shall further library development throughout the state, in cooperation with other agencies where practical;

(2) He shall serve as the agency of the state to receive and administer state or federal funds which may now or in the future be appropriated to further library development within the state, and shall establish regulations under which such grants shall be distributed for assisting in the establishment, improvement, or enlargement of libraries or library systems, for the making of studies of any library or group of libraries, and for the improvement of the technical knowledge and further training of professional persons employed by a library within the state; except that this provision shall not apply to appropriations made directly to any institutions;

(3) He shall aid and provide general advisory assistance in the development of effective state wide school library and public library service, and encourage contractual and cooperative relations between school libraries and public libraries;

(4) He shall give assistance, advice and counsel to all libraries of any type within the state and to all communities or persons proposing to establish them, on the approved methods of operation, selections of books, or other activities necessary to the proper administration of a library;

(5) He shall collect such information and statistics as are necessary to his work, and publish findings and reports thereon;

(6) He shall supply further advice and information to libraries in the state through field visits, conferences, institutes, correspondence and publications, and do any and all things he may reasonably be expected to do to promote and advance library services in the state.

84-1-8. Establishment of public libraries.--Any governmental unit of the state of Colorado shall have power to establish and maintain a public library under the provisions of this article, either by itself or in cooperation with one or more governmental units, provided that the legislative body of any governmental unit which maintains a public library within the terrirory to be served by a county library or a regional library district may decide not to participate in said county library or regional library district.

84-1-9. Method of establishment.--A public library may be established for a governmental unit either by the legislative body of said governmental unit on its own initiative or upon petition of one hundred taxpaying electors residing in the governmental unit. If establishment of a public library is by petition of taxpaying electors, petitions shall be addressed to the legislative body of the governmental unit requesting the establishment of such public library. Upon receipt of such petition the legislative body for the specified unit shall submit the question of the establishment of such public library to a vote of the qualified electors residing in said unit, at the next municipal election held thereafter, in the case of a city or town; or the next general election held thereafter, in the case of a county; provided that such petition shall have been received by such legislative body more than ninety days preceding such election. If a majority of the electors voting on the question shall vote in favor of the establishment of a public library, then the legislative body shall forthwith establish such public library.

84-1-10. Establishment of regional library districts.--merger of municipal library.--A regional library district may be established by the legislative

bodies of two or more governmental units, each proceeding in the manner set forth in section 84-1-9. The legislative bodies of said units shall severally appoint one or more of their members to a committee which shall appoint the board of trustees of the regional library district. The regional library districts shall be supported by and shall serve all unincorporated areas and all municipal corporations not operating their own public libraries within the territorial limits of the governmental units comprising the district. Any municipal corporation maintaining a public library may merge its library with the regional library district by agreement of its city council and the board of trustees of the regional library district. Any regional library district established pursuant to this section may be dissolved by resolution of the legislative bodies of the governmental units comprising such district.

84-1-11. Part of county in district.--levy of tax.--Whenever the board of county commissioners of any county decides that only a part of the territory of the county which is not already served by a public library shall join in establishing a regional library district, the board may levy a tax on that part of the county for the support of said regional library district.

84-1-12. Participation by established library.--When a county library or regional library district shall have been established, the legislative body of any governmental unit therein maintaining a public library may decide, with the concurrence of the board of trustees of its library, to participate in the county library or regional library district while retaining title to its own property, continuing its own board of library trustees, and levying its own taxes for library purposes; or by a vote, as authorized by section 84-1-9, a governmental unit may transfer, conditionally or otherwise, the ownership and control of its library with all or any part of its property, to another governmental unit which is providing or will provide free library services in the territory of the former, and the trustees and legislative body making the transfer shall thereafter be relieved of responsibility pertaining to the property transferred.

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84-1-13. Board of trustees.--The management and control of any library established or operated under the provisions of this article shall be vested in a board of five trustees. In cities and towns the trustees shall be appointed by the mayor with the consent of the legislative body. In counties they shall be appointed by the board of county commissioners, which shall appoint the county superintendent of schools as an additional, ex-officio member of the board. In regional library districts they shall be appointed in the manner set forth in section 84-1-10. In school districts they shall be appointed by the school board. The first appointments of such boards of trustees shall be for terms of one, two, three, four and five years respectively, and thereafter a trustee shall be appointed annually to serve for five years. Vacancies shall be filled for unexpired terms as soon as possible in the manner in which members of the board are regularly chosen. A trustee shall not receive a salary or other compensation for services as a trustee, but necessary traveling and subsistence expenses actually incurred may be paid from the library fund. A library trustee may be removed only by vote of the legislative body or bodies.

84-1-14. Organization, powers and duties of board.--The board of trustees, immediately after their appointment, shall meet and organize by the election of a president and a secretary and such other officers as they may deem necessary. The board of trustees shall have power to: (1) Adopt such bylaws, rules and regulations for their own guidance and for the government of the library as they deem expedient; (2) Have supervision, care and custody of all property of the library, including rooms or buildings constructed, leased or set apart therefor; (3) Employ a librarian and, upon his recommendation, employ such other employees as may be necessary, prescribe their duties and fix their compensation; (4) Submit annually a budget as required by law, and certify to the legislative body or bodies of the governmental unit or units which the library serves the sums necessary to maintain and operate the library during the ensuing year; (5) Have exclusive

control of the disbursement of the finances of the library; (6) Accept such gifts of money or property for library purposes, as they deem expedient; (7) Hold and acquire land by gift, lease or purchase, for library purposes; (8) Lease, purchase or erect any appropriate building or buildings for library purposes, and acquire such other property as may be needed therefor; (9) Purchase books, periodicals, maps, supplies and materials for the library on the recommendation of the librarian; and (10) Do all other acts necessary for the orderly and efficient management and control of the library.

84-1-15. Funds.--The legislative body of any incorporated city or town is hereby authorized to levy a tax of not more than one and one-half mills for municipal libraries, upon real and personal property for the establishment and maintenance of a public library. The board of county commissioners of any of the several counties is hereby authorized to levy a tax of not more than one and one-half mills for county and regional libraries, upon real and personal property for the establishment and maintenance of county and regional libraries. The treasurer of the governmental unit in which such library is located, or, in the event a regional library district shall be established which shall embrace parts or all of more than one county, then the treasurer of the county containing the largest assessed valuation of property for tax purposes of the said district, shall be the custodian of the funds for the library, whether derived from taxation, gift or otherwise. The funds shall be credited to a special fund in the office of said treasurer to be known as the "public library fund." The funds shall be used only for library purposes, and shall be expended only upon warrants signed by the president of the board of trustees.

84-1-16. Contract to receive library service.--In lieu of establishment of an independent public library, the legislative body of a governmental unit shall have power to contract to receive library service from an existing public library, the board of trustees of which shall have reciprocal power to contract to render the service with the consent of the legislative

body or bodies of its governmental unit or units. Any school district may contract for library service from any existing public library, such service to be paid from funds available to the school district for library purposes.

84-1-17. Annual report.--At the close of each year the board of trustees of every public library shall make a report to the legislative body or bodies of the governmental unit or units wherein the board serves, showing the condition of their trust during the year, the sums of money expended and the purposes of the expenditures, the number of books and periodicals on hand, the number added during the year, the number retired, the number loand out, and such other statistics and information and such suggestions as they deem of public interest. A copy of this report shall be filed with the state librarian.

84-1-18. Nonresidents and interlibrary exchanges.--The board of trustees of a public library, under such rules and regulations as it may deem necessary and upon such terms and conditions as may be agreed upon, may allow nonresidents of the governmental unit or units which the library serves to use the books and other materials thereof; and may make exchanges of books and other materials with any other library, either permanently or temporarily.

84-1-19. Willful retaining of books.--Whoever willfully retains any book, newspaper, magazine, pamphlet, manuscript or other property belonging in or to any public library, reading room or other educational institution, for thirty days after notice in writing to return the same, given after the expiration of the time that by the rules of such institution such article or other property may be kept, shall be guilty of a misdemeanor.

84-1-20. Title to property.--The title to property given to or for the use or benefit of a public library shall be in the board of trustees, to be held and used according to the terms of the gift.

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84-1-21. Existing libraries to comply.--Any public library established after the effective date of this article shall be established as provided in this article. Every existing public library which has been heretofore established under provisions of state law shall be considered as established under this article, and the board of trustees and the legislative body of the governmental unit in which the library is located shall proceed forthwith to make such changes as may be necessary to effect a compliance with the terms hereof. Every existing contract for library service shall continue in force and be subject to this article until the contract is terminated or a public library is established by the governmental unit for which the service was engaged.

84-1-22. Abolishment of libraries.--A library established or maintained under this article may be abolished only in pursuance of a vote of the electors of the governmental unit or units in which the library is located, taken in the manner prescribed in section 84-1-9 for a vote upon establishment of a library. If a library of a city, town or school district be abolished, the books and other printed or written matter belonging to it shall go to the library of the county whereof the municipality is a part, of there be a county library, or to the regional library district if there be one, but if not, then to the Colorado state library. All other library property shall be disposed of as the legislative body or bodies of the governmental unit or units shall direct.

84-1-23. Short title.--This article may be cited as "The 1947 Library Law."

Appendix II

HOME RULE CITIES IN COLORADO

I. City operates a municipal library:

Aurora
Boulder
Canon City
Cortez
Denver
Durango
Englewood
Fort Collins
Fort Morgan
Greeley
Lafayette
La Junta
Lamar
Littleton
Longmont
Manitou Springs
Monte Vista
Rifle
Sterling
Westminster
Wray

II. Library service within county or regional structure:

Alamosa
Arvada
Aspen
Cherry Hills Village
Colorado Springs
Commerce City
Craig
Delta
Edgewater
Glenwood Springs
Golden
Grand Junction
Greenwood Village
Gunnison
Montrose
Pueblo
Thornton

Appendix III

TEDESCO, TED (Boulder, Colorado, City Manager). Speech delivered to the Trustees and Citizens Division at the 1970 Annual Convention of the Colorado Library Association. (Text supplied by Mr. Tedesco).

As one enters the decade of the 70's, it seems appropriate to look back for a moment at the 60's to see what can be learned from the dazzling myriad of events. If history is the teacher of men, then an occasional look over our collective shoulders can be helpful in facing the mysteries of the future.

If one were inclined to rate these last ten years, I would suggest that while society and its institutions did not fail its tests in some areas, it could hardly be given more than a passing "D" grade. Our society is obviously complex, and solutions to its problems are neither readily available nor easily implemented. Nevertheless, the decade of the 60's can be rated as earning a series of "D's" for discontent, disillusionment, dissatisfaction and dissent. During this difficult time, our public and private institutions and establishments were under tremendous pressure to adjust to the constantly changing sets of "non-negotiable demands." Our local government system came under the greatest pressure as it tried to respond to these demands and the accumulation of long neglected human and physical needs.

If the decade of the 60's can be viewed as a period of trial and confusion, the 70's must be seen as one of challenge and opportunity. Many societal developments which began to emerge in the 60's will reach their peak during the 70's. We already recognize some of the broad outlines for the future. Public policies for all agencies, including libraries, must be made within the framework of the consequences of some developments:

- Personal and disposable income will reach a new high.
- Personal services will replace manufactured goods as the major feature of economic activity.
- Although technology will answer many city problems, the deeper problem of local and regional political accomodation will retard implementation.

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TEDESCO, TED Speech.

- Government will play an even larger role in society as citizens demand more and more controls over individual behavior in order to minimize the adverse impact on the natural environment from an exploding population.
- New joint relationships will develop between the public and private sectors to achieve broad-range solutions to societal problems.
- The rate of change will accelerate and a keen nostalgia for the "good old days" will develop.
- Everyone will demand a participatory role in decisions affecting the public-at-large. How well public officials respond to these social movements will greatly affect the effectiveness of their programs.

Local government has generally suffered because of a lack of comprehensive community goals. While these goals are difficult to articulate clearly, they are, at minimum, useful in setting public directions and policy commitments. Library officials and professional librarians are responsible for one of the city's most important and critical programs. You must, therefore, willingly and constructively assist in the establishment of such goals and objectives for your communities.

In order to do this, it is reasonable to first re-examine the role of the library itself in the light of the complex urban system needed for the 1970's and the decades beyond. Some basic questions are suggested. Is the role of the library in the city's system of local government and its possible future objectives appropriate to future needs and demands? The library system plays a major role in the total community system. As such, the library and its programs must be carefully evaluated and reassigned to the most strategic position in order to contribute to the attainment of urban goals. In Boulder, the library program is viewed as playing the major role in what is identified as a goal of "Human Resource Development." This goal implies the mobilization of people, materials and programs to improve the personal development and opportunities of all community and area residents. Is it not better to judge the effectiveness of the library program within this context rather than traditional means as the library competes for funding

and resource allocations from such other programs as public safety, transportation, housing, etc.

Obviously, establishing a meaningful objective for library programs as part of a city's total statement of goals and objectives is needed. Beyond this, however, the development of valid measurement effectiveness techniques remain as a challenge to be met in order to gauge progress towards these goals. Measurement effectiveness is becoming more and more important for all urban programs as fiscal support for urban programs becomes tighter and tighter. It is no longer appropriate to offer as a measurement for library program effectiveness the number of library card holders or books circulated. New ways of measuring the effectiveness of library programs to gauge progress relative to community goals must be developed. The traditional routine exercise of budget formulation can be transformed into a meaningful and exciting activity which considers the library program in terms of its contribution to a city's goals and objectives.

Anticipating the program needs of the 70's also calls attention to the need to review the structural organization of the library itself within the system of local government. This review might look at the complex question of whether the library should be considered a separate department of the city, or whether the library should be incorporated into a broader function dealing with personal development or leisure activities, such as recreation, museums, art, music, education, etc. Looking at the library program realistically within the framework of a community goal can play a major role in the determination of how the library can be viewed within the city's organizational structure. Additionally, the librarian should play a major role in the necessary, continual review process of community goals and in the re-establishment of new priorities.

The exercise of this process assumes that a new look be taken at the role of the librarian itself. What should this role be both within the administrative organization of the city and with various community interests and groups? What should the role be for the librarian in dealing with groups outside the community?

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What are the librarian's responsibilities in area and regional concerns for both library programs and urban affairs? In my view, I am suggesting that librarians become much more active in the resolution of all urban problems. If the complex urban problems are to be solved, all public executives, and I include librarians in this grouping, must assume more and more influence over public policies which must be made in order to achieve meaningful results. It has been my general impression that librarians have not willingly assumed this role.

If, as I suggest, the role of the library and librarians needs re-examination in the light of urban demands, then it is also logical to review the role of the library trustee. I am confident that a review of these boards and their members would find a wide diversity of opinions of perceived and actual roles of trustees relative to the library, the librarian, the citizen, the politicians, interest groups, public administrators, etc. If the leadership role of librarians is heightened, as I believe it must, then the complexion of the role of trusteeship will be altered considerably. It has been my general impression that many librarians have tended to use library trustees as protective devices - in effect, as buffer boards. If librarians assume their roles as community and regional leaders, then it is not unreasonable to expect the role of the library trustee to diminish as the librarian becomes a more powerful community force dealing with the complexities of the range of urban dynamics.

Undoubtedly, increased community leadership for librarians will cause strains in the relationship between them and their trustees. Sensitive and rational men and women will have to adjust their personal and collective roles as the librarian "steps forward" into urban affairs. This adjustment should take place constructively and willingly. In any event, change will have to be made, since the pressure of urban problems will accelerate and the rising need for professional, full-time attention will be required.

In the City of Boulder, I believe we have created the structures and human relationships I have outlined

and advocated above. The librarian plays a major role in all staff meetings, and is an active and interested human ingredient in the formulation of City policies and programs. The Library Commission is appointed by the City Council as an advisory body to the Librarian and City Manager. In making appointments to the Library Commission, the City Council has not tried to structure the Commission as a microcosm or reflection of the make-up of the community. Rather, the Commission has been historically composed of knowledgeable and creative citizens of the community-at-large.

I find the Boulder arrangement to be highly effective in placing the professional librarian in a position of active leadership. I am content that this arrangement provides the City with a basis of continuing innovation and improvement in our library programs assisted and advised by citizens.

Earlier, I mentioned that if the decade of the 60's was a period of trial and confusion for American society, the decade of the 70's should be viewed as one of opportunity if we examine the past and plot our future course constructively. In the field of library administration, the professional librarian must possess the leadership and professional freedom to engineer constructive change. Unless government and the total community system responds to the needs of society, changes will be thrust upon them. I do not find this alternative particularly intriguing.

Appendix IV

GUIDELINES FOR A LIBRARY POLICY
(from Young. The Library Trustee, pp. 187-192)

BY ELIZABETH A. KINGSEED

General Library Objectives

General library objectives to be considered should include:

1. Promote enlightened citizenship
2. Enrich personal lives
3. Encourage continuous self-education
4. Seek to identify community needs
5. Assume a leadership role in the community
6. Support Library Bill of Rights and Freedom to Read Statement
7. Assemble, preserve, and administer books and related materials
8. Serve the community as a center of reliable information
9. Provide free service to every resident in community

Services of the Library

The library provides books and materials for information, entertainment, intellectual development, and enrichment of the people of the community. The library should endeavor to:

1. Select, organize, and make available necessary books and materials
2. Provide guidance and assistance to borrowers
3. Initiate programs, exhibits, book lists, etc.
4. Cooperate with other community agencies and organizations
5. Secure information beyond its own resources when requested
6. Lend to other libraries upon request
7. Provide special services to nonresidents, disadvantaged, blind, hospital patients, etc.
8. Maintain a balance in its services to various age groups
9. Cooperate with, but not perform the functions of, school or other institutional libraries

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10. Provide service during hours which best meet the needs of the community
11. Provide service outlets located at points of maximum interest
12. Periodically review library service being offered

Budget

The following points should be considered in a policy on budgets:

1. Preparation--who is responsible
2. Scope--items to be included and percentages to be used for different categories
3. Presentation--by whom and when
4. Special budget for new construction or capital improvements is needed

Personnel

The main points of good personnel policy include the following:

1. A description of each job in the library, degree of responsibility, educational and other qualifications required, special abilities or skills required, and the salary scale attached to the job
2. A regular salary scale, giving minimum and maximum salary or wages, amount of increments, period between increments, etc.
3. Provision for provisional appointment with specified length of probation
4. Comfortable working conditions--adequate heat, light, rest rooms, etc.
5. Vacation with pay
6. Sick leave with pay
7. A regular work week with specified number of hours
8. Regular holidays granted other public employees in community
9. Work breaks

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10. Social security and fringe benefits available to other public employees--hospitalization, other insurance, pension plans, and workmen's compensation coverage
11. Tenure--protection against unfair discharge or demotion
12. Attendance at library meetings--time off with pay and travel expenses
13. Opportunities for further training with pay, if possible
14. Resignation--amount of notice required and stipulation that resignation should be in writing
15. Provision for hiring substitute librarian when needed
16. Statement on responsibility of librarian for administration of library and responsibility of trustees for making library policy

It is recommended that the policy carry the approval of the local government body to avoid misunderstandings over such matters as salaries and tenure.

Book Selection

1. Support of Library Bill of Rights and Freedom to Read Statement
2. Who is responsible for selection
3. Quality of books to be selected
4. Scope, emphasis, and limits of collection
5. Treatment of gifts
6. Basis for withdrawals and disposal of discards
7. Position on supplying textbooks, primers, and other materials related to school curriculum

The best selection statement should reflect the philosophy and over-all objectives of the library.

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GUIDELINES FOR A LIBRARY POLICY

Cooperation with Other Libraries

A policy on cooperation should include statements on:

1. Recognition of need for cooperation
2. Affiliation with Statewide Library Development Plan
3. Kinds of libraries with which library should cooperate
4. Areas of cooperation

Public Relations

Some of the primary public relations goals of the library should be:

1. To inform the public of library objectives and services through the press, radio, TV, etc.
2. Recognition of part played by staff, trustees, and Friends of the Library in public relations
3. Participation by staff in community activities
4. Responsibility of staff for making talks in the community
5. To encourage use of the library
6. To obtain citizen support for library development

Gifts and Special Collections

Gifts can help promote the program of the library, but libraries have found it helpful to point to an established policy, especially when books and other articles are offered. A policy should include statements on:

1. Conditions under which gifts of books and other materials will be accepted
2. Disposition of non-usable gifts
3. Acceptance of personal property, art objects, portraits, etc.
4. Conditions under which gifts of money, real property and/or stock will be accepted
5. Shelving of special collections
6. Use of special bookplates

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GUIDELINES FOR A LIBRARY POLICY

7. Acceptance of denominational literature
8. Acceptance of historical materials and writings of local authors
9. Storage of material not designated as an outright gift
10. Encouragement of gifts for memorial purposes

Relationships with Schools

The public library and the public school are companion educational agencies, but their responsibilities differ in scope and function. In writing a policy the library should:

1. Define the separate functions and objectives of the public library and the school library
2. Determine ways of establishing cooperative relations with the school
3. Provide for continuous joint planning between those responsible for school and public library service
4. Provide a written contract if library is to give full service to schools

Use of Library by Groups

Libraries have found it useful to adopt a written policy stating:

1. Who may use the rooms and when
2. Whether a fee will be charged, and if so, how much
3. Whether janitor service will be provided
4. Whether meetings are to be free to the public
5. Whether smoking will be allowed
6. What restrictions are needed for regularly scheduled meetings
7. Whether refreshments may be served
8. Whether library activities have priority
9. Who is in charge of reservations

The check list above suggests items which should be included in every library's policy statement but adapted to suit local conditions and needs. Policy must express a true commitment of service and leadership.

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GUIDELINES FOR A LIBRARY POLICY

Book Selection Policy

The following is one example of a book selection policy:

The board of this library recognizing the pluralistic nature of this community and the varied backgrounds and needs of all citizens, regardless of race, creed or political persuasion, declares as a matter of book selection policy that:

1. Books and/or library material selection is and shall be vested in the librarian and under his direction such members of the professional staff who are qualified by reason of education and training. Any book and/or library material so selected shall be held to be selected by the board.

2. Selection of books and/or other library material shall be made on the basis of their value of interest, information and enlightenment of all people of the community. No book and/or library material shall be excluded because of the race, nationality or the political or social views of the author.

3. This board believes that censorship is a purely individual matter and declares that while anyone is free to reject for himself books which he does not approve of, he cannot exercise this right of censorship to restrict the freedom to read of others.

4. This board defends the principles of the freedom to read and declares that whenever censorship is involved no book and/or library material shall be removed from the library save under the orders of a court of competent jurisdiction.

5. This board adopts and declares that it will adhere to and support:
   a. The Library Bill of Rights, and
   b. The Freedom to Read Statement adopted by the American Library Association,

both of which are made a part hereof.

Appendix V

FREEDOM TO READ STATEMENT

Adopted June 25, 1953, by the ALA Council.

The freedom to read is essential to our democracy. It is under attack. Private groups and public authorities in various parts of the country are working to remove books from sale, to censor textbooks, to label "controversial" books, to distribute lists of "objectionable" books or authors, and to purge libraries. These actions apparently rise from a view that our national tradition of free expression is no longer valid; that censorship and suppression are needed to avoid the subversion of politics and the corruption of morals. We, as citizens devoted to the use of books and as librarians and publishers responsible for disseminating them, wish to assert the public interest in the preservation of the freedom to read.

We are deeply concerned about these attempts at suppression. Most such attempts rest on a denial of the fundamental premise of democracy: that the ordinary citizen, by exercising his critical judgment, will accept the good and reject the bad. The censors, public and private, assume that they should determine what is good and what is bad for their fellow-citizens.

We trust Americans to recognize propaganda, and to reject obscenity. We do not believe they need the help of censors to assist them in this task. We do not believe they are prepared to sacrifice their heritage of a free press in order to be "protected" against what others think may be bad for them. We believe they still favor free enterprise in ideas and expression.

We are aware, of course, that books are not alone in being subjected to efforts at suppression. We are aware that these efforts are related to a larger pattern of pressures being brought against education, the press, films, radio and television. The problem is not only one of actual censorship. The shadow of fear cast by these pressures leads, we suspect, to an even larger voluntary curtailment of expression by those who seek to avoid controversy.

Such pressure toward conformity is perhaps natural to a time of uneasy change and pervading fear. Especially when so many of our spprehensions are directed against

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an ideology, the expression of a dissident idea becomes a thing feared in itself, and we tend to move against it as against a hostile deed, with suppression.

And yet suppression is never more dangerous than in such a time of social tension. Freedom has given the United States the elasticity to endure strain. Freedom keeps open the path of novel and creative solutions, and enables change to come by choice. Every silencing of a heresy, every enforcement of an orthodoxy, diminishes the toughness and resilience of our society and leaves it less able to deal with stress.

Now as always in our history, books are among our greatest instruments of freedom. They are almost the only means for making generally available ideas or manners of expression that can initially command only a small audience. They are the natural medium for the new idea and the untried voice from which come the original contributions to social growth. They are essential to the extended discussion which serious thought requires, and to the accumulation of knowledge and ideas into organized collections.

We believe that free communication is essential to the preservation of a free society and a creative culture. We believe that these pressures towards conformity present the danger of limiting the range and variety of inquiry and expression on which our democracy and our culture depend. We believe that every American community must jealously guard the freedom to publish and to circulate, in order to preserve its own freedom to read. We believe that publishers and librarians have a profound responsibility to give validity to that freedom to read by making it possible for the readers to choose freely from a variety of offerings.

The freedom to read is guaranteed by the Constitution. Those with faith in free men will stand firm on these constitutional guarantees of essential rights and will exercise the responsibilities that accompany these rights.

We therefore affirm these propositions:

1. It is in the public interest for publishers and librarians to make available the widest diversity of

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views and expressions, including those which are unorthodox or unpopular with the majority.

Creative thought is by definition new, and what is new is different. The bearer of every new thought is a rebel until his idea is refined and tested. Totalitarian systems attempt to maintain themselves in power by the ruthless suppression of any concept which challenges the established orthodoxy. The power of a democratic system to adapt to change is vastly strengthened by the freedom of its citizens to choose widely from among conflicting opinions offered freely to them. To stifle every nonconformist idea at birth would mark the end of the democratic process. Furthermore, only through the constant activity of weighing and selecting can the democratic mind attain the strength demanded by times like these. We need to know not only what we believe but why we believe it.

2. Publishers and librarians do not need to endorse every idea or presentation contained in the books they make available. It would conflict with the public interest for them to establish their own political, moral or aesthetic views as the sole standard for determining what books should be published or circulated.

Publishers and librarians serve the educational process by helping to make available knowledge and ideas required for the growth of the mind and the increase of learning. They do not foster education by imposing as mentors the patterns of their own thought. The people should have the freedom to read and consider a broader range of ideas than those that may be held by any single librarian or publisher or government or church. It is wrong that what one man can read should be confined to what another thinks proper.

3. It is contrary to the public interest for publishers or librarians to determine the acceptability of a book solely on the basis of the personal history or political affiliations of the author.

A book should be judged as a book. No art or literature can flourish if it is to be measured by the political views or private lives of its creators. No society of free men can flourish which draws up

lists of writers to whom it will not listen, whatever they may have to say.

4. The present laws dealing with obscenity should be vigorously enforced. Beyond that, there is no place in our society for extralegal efforts to coerce the taste of others, to confine adults to the reading matter deemed suitable for adolescents, or to inhibit the efforts of writers to achieve artistic expression.

To some, much of modern literature is shocking. But is not much of life itself shocking? We cut off literature at the source if we prevent serious artists from dealing with the stuff of life. Parents and teachers have a responsibility to prepare the young to meet the diversity of experiences in life to which they will be exposed, as they have a responsibility to help them learn to think critically for themselves. These are affirmative responsibilities, not to be discharged simply by preventing them from reading works for which they are not yet prepared. In these matters taste differs, and taste cannot be legislated; nor can machinery be devised which will suit the demands of one group without limiting the freedom of others. We deplore the catering to the immature, the retarded or the maladjusted taste. But those concerned with freedom have the responsibility of seeing to it that each individual book or publication, whatever its contents, price or method of distribution, is dealt with in accordance with due process of law.

5. It is not in the public interest to force a reader to accept with any book the prejudgment of a label characterizing the book or author as subversive or dangerous.

The idea of labeling presupposes the existence of individuals or groups with wisdom to determine by authority what is good or bad for the citizen. It presupposes that each individual must be directed in making up his mind about the ideas he examines. But Americans do not need others to do their thinking for them.

6. It is the responsibility of publishers and librarians, as guardians of the people's freedom to read, to contest encroachments upon that freedom by

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FREEDOM TO READ STATEMENT

individuals or groups seeking to impose their own standards or tastes upon the community at large.

It is inevitable in the give and take of the democratic process that the political, the moral, or the aesthetic concepts of an individual or group will occasionally collide with those of another individual or group. In a free society each individual is free to determine for himself what he wishes to read, and each group is free to determine what it will recommend to its freely associated members. But no group has the right to take the law into its own hands, and to impose its own concept of politics or morality upon other members of a democratic society. Freedom is no freedom if it is accorded only to the accepted and the inoffensive.

7. It is the responsibility of publishers and librarians to give full meaning to the freedom to read by providing books that enrich the quality of thought and expression. By the exercise of this affirmative responsibility, bookmen can demonstrate that the answer to a bad book is a good one, the answer to a bad idea is a good one.

The freedom to read is of little consequence when expended on the trivial; it is frustrated when the reader cannot obtain matter fit for his purpose. What is needed is not only the absence of restraint, but the positive provision of opportunity for the people to read the best that has been thought and said. Books are the major channel by which the intellectual inheritance is handed down, and the principal means of its testing and growth. The defense of their freedom and integrity, and the enlargement of their service to society, requires of all bookmen the utmost of their faculties, and deserves of all citizens the fullest of their support.

We state these propositions neither lightly nor as easy generalizations. We here stake out a lofty claim for the value of books. We do so because we believe that they are good, possessed of enormous variety and usefulness, worthy of cherishing and keeping free. We realize that the application of these propositions may mean the dissemination of

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FREEDOM TO READ STATEMENT

ideas and manners of expression that are repugnant to many persons. We do not state these propositions in the comfortable belief that what people read is unimportant. We believe rather that what people read is deeply important; that ideas can be dangerous; but that the suppression of ideas is fatal to a democratic society. Freedom itself is a dangerous way of life, but it is ours.

Endorsed by:
AMERICAN LIBRARY ASSOCIATION
Council, June 25, 1953
AMERICAN BOOK PUBLISHERS COUNCIL
Board of Directors, June 18, 1953

Subsequently Endorsed by:
AMERICAN BOOKSELLERS ASSOCIATION
Board of Directors
BOOK MANUFACTURERS' INSTITUTE
Board of Directors
NATIONAL EDUCATION ASSOCIATION
Commission for the Defense of Democracy through Education

Appendix VI

LIBRARY BILL OF RIGHTS

Adopted June 18, 1948. Amended February 2, 1961, and June 27, 1967, by the ALA Council.

By official action of the Council on February 3, 1951, the Library Bill of Rights shall be interpreted to apply to all materials and media of communication used or collected by libraries.

The Council of the American Library Association reaffirms its belief in the following basic policies which should govern the services of all libraries.

1. As a responsibility of library service, books and other library materials selected should be chosen for values of interest, information and enlightenment of all the people of the community. In no case should library materials be excluded because of the race or nationality or the social, political, or religious views of the authors.

2. Libraries should provide books and other materials presenting all points of view concerning the problems and issues of our times; no library materials should be proscribed or removed from libraries because of partisan or doctrinal disapproval.

3. Censorship should be challenged by libraries in the maintenance of their responsibility to provide public information and enlightenment.

4. Libraries should cooperate with all persons and groups concerned with resisting abridgment of free expression and free access to ideas.

5. The rights of an individual to the use of a library should not be denied or abridged because of his age, race, religion, national origins or social or political views.

6. As an institution of education for democratic living, the library should welcome the use of its meeting rooms for socially useful and cultural activities and discussion of current public questions. Such meeting places should be available on equal terms to all groups in the community regardless of the beliefs and affiliations of their members, provided that the meetings be open to the public.

Appendix VII

STEPS TRUSTEES CAN TAKE (TO LEARN SOURCES OF FUNDS)
(from Ray M. Fry, "The Federal Government and the Public Library Trustee" in Young. The Library Trustee, pp. 95-96)

Steps that a trustee might take to learn sources of aid to help his library meet its needs:

1. Know how your library or library system measures up to the generally accepted national library standards. Have your library administrator give a realistic overall evaluation of your library situation--its collection, personnel, and financial state.

2. Know your community, being particularly aware of the parts of the population such as the people in rural and urban areas that have made little use of library resources and services. Be acquainted with other library facilities in your area. Consider with the other members of your board and your librarian possible interactions and cooperation between the various types of libraries.

3. Think in terms of total library services which will require cooperation between several types of libraries and greater use of newest automated techniques.

4. Know the priorities for immediate and future library needs of your community.

5. Know the organization of your state library agency which administers programs that can aid your library. It is especially important to understand how your own state library agency operates, since most of the federal programs are state plan programs and are therefore administered by the state. Be certain that your state library agency is adequately staffed and supported to handle constantly increasing responsibilities.

6. Know the federal programs and how to get additional information about them. Give your own local library administrator and/or appropriate library staff "time and travel" to keep up with federal programs. Attendance at the right conference or a trip to see a new project may cost the library "peanuts" compared with the ultimate benefits they can derive from seeing successful programs in action.

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STEPS TRUSTEES CAN TAKE (TO LEARN SOURCES OF FUNDS)

7. Plan ahead for your library. Planning is a complex matter which normally requires reaching beyond the local library staff to the more specialized knowledge of staff from your state library agency or other consultants.

8. Promote your library plan and its implementation. Public library trustees can often speak more effectively than librarians about the need for library development.

9. Participate in trustee meetings and library conferences and workshops at the regional, state, and national levels in order to be aware of current trends and programs in library services. Governor's Conferences are particularly valuable because they are geared to the library situation in your own state. (This same participation applies, of course, to your library administrator and his staff.)

10. Accept the challenge of change and be prepared to play a key role in librarianship of the future.

Appendix VIII

SAMPLE BYLAWS
(from Young. The Library Trustee, pp. 197-200).

Article I--Name

This organization shall be called "The Board of Trustees of the _____ Library" existing by virtue of the provisions of Chapter _____ of the Laws of the State of _____, and exercising the powers and authority and assuming the responsibilities delegated to it under the said statute.

Article II--Officers

Section 1. The officers shall be a president, a vice president, a secretary, and a treasurer, elected from among the appointed trustees at the annual meeting of the board.

Section 2. A nominating committee shall be appointed by the president three months prior to the annual meeting who will present a slate of officers at the annual meeting. Additional nominations may be made from the floor.

Section 3. Officers shall serve a term of one year from the annual meeting at which they are elected and until their successors are duly elected.

Section 4. The president shall preside at all meetings of the board, authorize calls for any special meetings, appoint all committees, execute all documents authorized by the board, serve as an ex-officio voting member of all committees, and generally perform all duties associated with that office.

Section 5. The vice president, in the event of the absence or disability of the president, or of a vacancy in that office, shall assume and perform the duties and functions of the president.

Section 6. The secretary shall keep a true and accurate record of all meetings of the board, shall issue notice of all regular and special meetings, and shall perform such other duties as are generally associated with that office.

Section 7. The treasurer shall be the disbursing officer of the board, co-sign all checks, and shall perform such duties as generally devolve upon the office. He shall be bonded in an amount as may be required by a resolution of the board. In the absence or inability of the treasurer, his duties shall be performed by such other members of the board as the board may designate.

Article III--Meetings

Section 1. The regular meetings shall be held each month, the date and hour to be set by the board at its annual meeting.

Section 2. The annual meeting, which shall be for the purpose of the election of officers and the adoption of an annual report, shall be held at the time of the regular meeting in (month) of each year.

Section 3. The order of business for regular meetings shall include, but not be limited to, the following items which shall be covered in the sequence shown so far as circumstances will permit:

(a) Roll call of members
(b) Disposition of minutes of previous regular meeting and any intervening special meeting
(c) Director's financial report of the library
(d) Action on bills
(e) Progress and service report of director
(f) Committee reports
(g) Communications
(h) Unfinished business
(i) New business
(j) Public presentation to, or discussion with, the board
(k) Adjournment

Section 4. Special meetings may be called by the secretary at the direction of the president, or at the request of _____ members, for the transaction of business as stated in the call for the meeting.

Appendix

SAMPLE BYLAWS

Section 5. A quorum for the transaction of business at any meeting shall consist of _____ members of the board present in person.

Section 6. Conduct of meetings: Proceedings of all meetings shall be governed by Robert's Rules of Order.

Article IV--Library Director and Staff

The board shall appoint a qualified library director who shall be the executive and administrative officer of the library on behalf of the board and under its review and direction. The director shall recommend to the board the appointment and specify the duties of other employees and shall be held responsible for the proper direction and supervision of the staff, for the care and maintenance of library property, for an adequate and proper selection of books in keeping with the stated policy of the board, for the efficiency of library service to the public and for its financial operation within the limitations of the budgeted appropriation. In the case of part-time or temporary employees, the director shall have interim authority to appoint without prior approval of the board provided that any such appointment shall be reported to the board at its next regular meeting.

Article V--Committees

Section 1. The president shall appoint committees of one or more members each for such specific purposes as the business of the board may require from time to time. The committee shall be considered to be discharged upon the completion of the purpose for which it was appointed and after the final report is made to the board.

Section 2. All committees shall make a progress report to the library board at each of its meetings.

Section 3. No committee will have other than advisory powers unless, by suitable action of the board, it is granted specific power to act.

Appendix

SAMPLE BYLAWS

Article VI--General

Section 1. An affirmative vote of the majority of all members of the board present at the time shall be necessary to approve any action before the board. The president may vote upon and may move or second a proposal before the board.

Section 2. The bylaws may be amended by the majority vote of all members of the board provided written notice of the proposed amendment shall have been mailed to all members at least ten days prior to the meeting at which such action is proposed to be taken.

Section 3. Any rule or resolution of the board, whether contained in these bylaws or otherwise, may be suspended temporarily in connection with business at hand, but such suspension, to be valid, may be taken only at a meeting at which two-thirds (_____) of the members of the board shall be present and two-thirds of those present shall so approve.

Appendix IX

DUTIES AND RESPONSIBILITIES

OF THE LIBRARY BOARD (legislative)

OF THE LIBRARIAN (administrative)

Employ for stated lengths of time a librarian (director) competent and qualified to serve the needs of the specific library.

Formulate jointly with the librarian the role and purpose of the library in its particular local community, within the framework of its library system of service and in the total library network of the state of Colorado.

Formulate jointly with the library board the role and purpose of the library in its particular local community, within the framework of its library system of service, and in the total library network of the state of Colorado.

Modify until acceptable the plan of long and short range goals to meet these objectives and periodically review and revise the plan.

Develop and recommend to the board a plan of long and short range goals to meet these objectives and periodically review and recommend revisions of the plan.

Project and carry out the financial plan necessary to implement the goals.

Project the library program (buildings, materials and personnel needs) to meet the goals.

Review and adopt annual budget. Present budget to appropriate taxing body.

Prepare for board review and acceptance an annual budget for the library. Attend budget hearings to answer questions.

Attend all board meetings and see that accurate records are kept on file at the library.

Attend all board meetings except when matters affecting him personally are discussed. Prepare a current written report of expenditures against

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DUTIES AND RESPONSIBILITIES

OF THE LIBRARY BOARD

OF THE LIBRARIAN

the budget for each meeting. May serve as secretary of the board.

Review and adopt written policies to govern the operation and program of the library including those dealing with: staff employment; books and materials selection; purchasing equipment, buildings, insurance; securing gifts, loans, contracts of service, etc.

Recommend policies to govern the operation and program of the library. Carry out policies as adopted by the board including: recommend employment and dismissal of all library personnel and supervise their work; select and order books and other materials; purchase equipment.

Administer gifts of money or property granted for library purposes; solicit such gifts.

Solicit memorial, trust and business gifts.

Keep informed. Know local and state library laws, library trends and services, services available from State Library and System.

Know local and state library laws. Use services and consultants of State Library and System.

Attend system, state, regional and national trustee meetings and workshops and join appropriate professional associations.

Affiliate with state, regional and national professional associations and attend professional meetings and workshops.

Assist in preparing, adopt and participate in a year round program of public relations culminating in National Library Week and including reporting regularly to and listening to governing officials and the public.

Cooperatively plan with the board and participate in a year round program of public relations culminating in National Library Week and including

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DUTIES AND RESPONSIBILITIES

OF THE LIBRARY BOARD

OF THE LIBRARIAN

preparing regular programs and reports embodying the library's current progress and future needs and listening to governing officials and the general public; coordinating activities with other public and private agencies.

Study and actively support legislation to improve library services on local, state and national levels.

Study and actively support legislation to improve library services on local, state and national levels.

Appendix X

EFFECTIVE PRINCIPLES OF POLITICAL ACTION
(from C'Ceal Coombs and Germaine Krettek, 'The Trustee and the Political Process" in Young. The Library Trustee, p. 82)

...whether the appeal is made to a governmental body or to the electorate as a whole, there are certain basic principles of political action which are universally applicable if such action is to be effective:

A group desiring political action must work together and present a unified program.

Whatever work is done must be through the existing power structure, retaining clear cognizance of the fact that often the people with the most influence may not be the ones holding the official titles of public office.

There must be maintained year-round cordial contacts with all members of the power structure at all levels of government; and a continuing program of public relations strengthening the ties between the library and the public.

In approaching a governmental body, it should be recognized that political battles are not won in the legislative halls, but rather through the influence of a "hard core" of citizen support that manifested itself long before the questions reached a forum of official action.

Programs presented must be developed with well-thought-out and potentially feasible goals, possessing features of continuity and flexibility.

Patience and a realistic outlook must characterize all political action and temper every sense of expectancy.

Win or lose, thanks and recognition must be extended to all who aided in the efforts and doors must be kept open to all who didn't.

Appendix XI

COLORADO ELECTED OFFICIALS

U.S. Congress	Next Election
Senators:	
Gordon Allott (R)	1972
Peter Dominick (R)	1974
Representatives:	
1st District, James D. (Mike) McKevitt (R)	1974
2nd District, Donald G. Brotzman (R)	1974
3rd District, Frank E. Evans (D)	1974
4th District, Wayne N. Aspinall (D)	1974

Address:
The Honorable _____
The United States Senate
(The House of Representatives)
Washington, D. C. 20510 (Senate)
20515 (House)

State of Colorado

Governor:
John A. Love (R) 1974

Address:
The Honorable John A. Love
Governor of Colorado
State Capitol Building
Denver, Colorado 80203

Colorado General Assembly members:
The Honorable _____
Senate Chambers (House Chambers)
State Capitol Building
Denver, Colorado 80203

Joint Budget Committee (holds budget hearings in December):
1971 Chairman, Senator Harry Locke (R), Salida
1972 Chairman, Rep. Donald Friedman (R), Denver
Senator Joseph Shoemaker (R), Denver
Senator Donald MacManus (D), Adams County
Rep. Sanders Arnold (R), Boulder
Rep. Eldon Cooper (D), Thornton

Appendix XII

LIBRARY SERVICES AND CONSTRUCTION ACT HISTORY

1956 Library Services Act, to aid rural areas to provide library services, was the first Federal act specifically funding public library service.

1964 Library Services and Construction Act passed, added urban library services and funds for public library construction.

1966 Library Services and Construction Act amended to include:
Title I Public Library Services
Title II Public Library Construction
Title III Interlibrary Cooperation
Title IVA Library Services to State Institutions
Title IVB Library Services to the Blind and Physically Handicapped

1970 Library Services and Construction Act extended for five years

YEAR	TITLE	AUTHORIZATION	ACTUAL APPROPRIATION	COLORADO SHARE
1956	LSA	$ 7,500,000	$ 2,050,000	$ 40,000
1966	I	25,000,000	25,000,000	29,309
	II	30,000,000	30,000,000	329,767
1971	I	75,000,000	35,000,000	386,437
	II	80,000,000	7,092,500	107,511
	III	15,000,000	2,281,000	41,553
	IVA	15,000,000	2,094,000	39,509
	IVB	7,000,000	1,334,000	25,135

Appendix XIII

COLORADO STATE LIBRARY STRUCTURE AND PERSONNEL

The Office of Library Services-Colorado State Library-was created by law as an administrative unit of the Colorado Department of Education. The five-member elected Colorado State Board of Education appoints the Commissioner of Education who, with the approval of the Board, appoints four Assistant Commissioners including the Assistant Commissioner, Office of Library Services who is the Director of the Colorado State Library.

The Colorado Council for Library Development (CCLD) was established by the State Board of Education for the purpose of advising the Board, the Commissioner, and the Assistant Commissioner, Office of Library Services, concerning library programs and needs in the state. It is empowered to study, advise and recommend action to the Board of Education. Sixteen members are appointed to the Council by the State Board. The Council recommends ten professional librarians from all types of libraries and six lay persons one of whom must be a library trustee. The Bylaws of the Trustees and Citizens Division of the Colorado Library Association provide for this trustee member of the CCLD to be an ex-officio, non-voting member of the Division's Executive Committee.

COLORADO STATE LIBRARY PERSONNEL

Assistant Commissioner, Office of Library Services
James D. Meeks
Colorado State Library (phone 892-2174)
1362 Lincoln Street
Denver, Colorado 80203
Continuing Education for Library Personnel Unit
Mrs. Erne Shubert, Director
Field Programs and Consultant Services Unit
Austin Hoover, Director
Library Development and Programs Coordination Unit
Miss Roberta E. Young, Director
Library Services for State Agencies and Institutions Unit
Mrs. Ethel A. Altenbach, Director

Appendix XIV

RULES AND REGULATIONS GOVERNING GRANTS FOR PUBLIC LIBRARY SERVICE. Colorado State Library. Revised August 1969.

RULES APPLYING TO ALL GRANTS FOR PUBLIC LIBRARY SERVICE. Revised July 1969.

I. Grant Payments
   A. The allocations of the State Grants-in-Aid appropriation will be established by the Colorado State Library annually in the best interests of the "Colorado Plan for Library Development".
   B. All payments will be made by contract
      1. Contracts must have approval signatures of the Governor's Contract Committee, in addition to signatures of contracting parties.
      2. Contracts will specify regulations for reporting and accounting.
      3. Plans and budgets for use of funds will be incorporated in the contract.
   C. All grant funds must be spent, i.e., paid out or properly encumbered, by June 30 of the state fiscal year in which payment was made, and entirely paid out by the end of the first quarter (Sept. 30) of the fiscal year immediately following.
   D. Grant funds cannot be substituted for local support of a public library. In any year that the tax support, i.e., mill rate or mill levy, for library service is reduced, that library is ineligible for grant funds until such time that the former maximum tax support is recovered.

PUBLIC LIBRARY GRANTS. Revised July 1969.

All state and federal funds will be paid by contract approved by the Governor's Contract Committee between Colorado State Library and the governing authority of the public library receiving grant funds.

I. Individual Public Library Grants
   A. Eligibility Requirements
      1. The library must be legally established as a public library, as provided in the "1947 Library Law" and its subsequent amendments or revisions.

Appendix

RULES AND REGULATIONS GOVERNING GRANTS FOR PUBLIC LIBRARY SERVICE.

2. A Board of Trustees will have been appointed in the manner established in the "1947 Library Law" and its subsequent amendments or revisions.
3. In the case of a library established by a Home Rule City, the legal establishment of a board will be in compliance with that Home Rule City's Charter.
4. The Library Board, or other designated governmental authority, will have a librarian employed in compliance with the board's responsibility, as stated in the "1947 Library Law" or the Charter of the Home Rule City.
5. The library extends free library services to all the population of tax supported governmental units.
6. A certified annual library report for the last completed fiscal year immediately prior to the current state fiscal year must be on file in the Colorado State Library.
   a. Reports must be certified, as requested on the annual report form supplied by the Colorado State Library, to satisfy auditing requirements.
   b. Certification is accomplished by the signatures of the librarian and the library board chairman, entered in the space provided on the annual report form.
7. Minimum tax support shall be met by the governmental unit operating a library in any first year of participation in the grants program, as indicated below: (See 7, c below)

Population of Governmental Unit	Minimum Per Capita First Year
up to 4,999	1/2 mill
5,000--9,999	1/3 mill
10,000 and up	1/4 mill

Appendix

RULES AND REGULATIONS GOVERNING GRANTS FOR PUBLIC LIBRARY SERVICE.

a. Tax support information is supplied from the certified annual report of the fiscal year which includes January.
b. Assessed valuation figures used to determine mill rate or mill levy per capita will be from the "Annual Report of the Colorado Tax Commission" for the year prior to the library's reported year. (See A. 6.)
c. A two-year waiver of the above minimum first-year tax support will be allowed by the Colorado State Library for the first two years when the following action is taken: (1) when the library participates as a member of a system of libraries within the natural geographical area of its library service; and (2) the library attains the required minimum tax support to qualify thereafter for an Individual Library Grant and for continuing participation as a member of a system.
d. To be accepted as "tax support", payments "in kind" must have certification as to actual amounts of tax money represented in the reported free housing, maintenance, etc.

8. Membership in the Public Library System of the geographical area in which the library is located is required by July 1969 and thereafter.
9. Grant fund expenditure reports required for state auditing and reporting purposes must be received by the due date on forms supplied by Colorado State Library in order to maintain eligibility.

B. Notice of Eligibility
1. On or before June 30 of each year, Colorado State Library will notify public libraries of eligibility status.
2. When the eligibility status of any public library is in doubt, due to a technical or interpretive error in the annual report, that library will have the opportunity to correct or complete the annual report from which information establishing eligibility is obtained.

Appendix

RULES AND REGULATIONS GOVERNING GRANTS FOR PUBLIC LIBRARY SERVICE.

C. Entitlements Computation for Individual Public Library Grants Payable to Eligible Public Libraries.
   1. Factors used
      a. Population figures of governmental unit which operates the library.
         Population figure of the calendar year reported immediately prior to the state fiscal year in which the grant is made, as estimated by the Colorado Division of Accounts and Control.
      b. Population of governmental units not operating a public library, but contracting for public library service from an established library will be added to the population of the library accepting the contract.
   2. Formula for computation of grant amount
      $100 + (amount per capita x population served) = Grant amount
      a. Amount per capita
         Total population of governmental units served by an eligible public library, divided into the amount of funds available annually for Individual Public Library Grants will determine the amount per capita.
      b. Population served
         (See C, 1, b above)

D. Application for Individual Public Library Grants and Planned Use of Individual Public Library Grants
   1. Application and Plan forms will be supplied by Colorado State Library.
   2. Planned use of grant funds
      a. State or federal funds paid as Individual Public Library Grants will be used for purchase of library materials resources, library equipment and supplies necessary to provide or promote improved library service or salaries for library services.
      b. State or federal funds paid as Individual Public Library Grants <u>cannot</u> be used for construction or repair, janitorial service, debt reduction, or any purchase considered as capital facilities outlay, e.g., air conditioning or heating equipment and installations, etc.

Appendix

RULES AND REGULATIONS GOVERNING GRANTS FOR PUBLIC LIBRARY SERVICE.

E. Approval of Individual Public Library Grants
The Colorado State Board of Education will receive the list of recommended Individual Public Library Grant entitlements for the current fiscal year for board approval at its August meeting.

F. Contract between the Colorado State Library and Individual Public Libraries
1. A contract for each library will be prepared by the Colorado State Library in the form approved by the Attorney General of the State of Colorado.
2. An original and three copies of the contract will be forwarded to the librarian of the Public Library.
3. It is the responsibility of the librarian to have proper signatures affixed to each of the four contract copies and to return all four copies to the Colorado State Library.
4. Upon receipt of the four properly signed contract copies by the Colorado State Library, the remaining required signatures will be affixed.
5. One copy of the fully executed contract will be returned to the public library in the care of the librarian whose responsibility it is to direct it to the Library Board.

G. Payments will be made to the public library as stipulated in the contracts as soon as the contracts are negotiated.

These rules will be used to determine eligibility for and payment of grant funds to Individual Public Libraries in Colorado.

II. System Grants

A. Definition of Public Library System
A public library system in Colorado is an organization of public libraries within a geographical area designated by Colorado State Library, which receives special financial support from local, regional, or state appropriations in order to provide more comprehensive library service in the geographical

area served by the system. Public libraries contracting with each other for services but receiving no special area development funds do NOT constitute a public library system. A public library system must have a system headquarters which is fiscally separate from the member libraries. The system headquarters administers and accounts for the system funds. Public libraries which affiliate with a public library system, thus becoming system members, maintain separate boards of trustees or authorities and retain their financial and administrative autonomy.

B. Purpose of System Grant
   1. To provide funds for cooperatively planned programs.
   2. To achieve the best return on state funds through support of locally planned cooperative programs.

C. Eligibility for System Membership
   Public libraries must meet the minimum requirements of eligibility for Individual Public Library Grants as stated in the Grants to Individual Public Libraries section of these rules.

D. Alternate Plans for System Organization
   1. Organization under an Advisory Board (Council)
      a. Each governmental unit whose legislative body has signed an agreement to participate in the system program appoints one member of its Library Board to serve on the System Advisory Board (Council).
      b. Statements within the signed agreement provide for or require:
         (1) Maintenance of each member's autonomy.
         (2) participation in inter-library loan.
         (3) maintainence or increase of level of local support.
         (4) participation in planning system services.
         (5) guarantee patron's free access to all system services.

(6) designation of one member library which will function as system fiscal agent (headquarters) to receive and account for system funds which will be fiscally separated from its own.

2. Organization under an Authoritative Board (Council)
   Form an Association under Colorado Revised Statutes, 1963, Chapter 88-4-1

E. Application and Plan for Use of System Grants
   1. An application for funds, accompanied by a plan and budget will be submitted to the Colorado State Library by each System Board (Council) and its System Librarian.
   2. Each plan will include:
      a. Statement of the objectives of the System for the year
      b. Statement of programs to be developed each year to accomplish the objectives
      c. Budget request itemized to include: (1) personnel, (2) materials resources, (3) operating cost, (4) equipment, (5) housing, (6) other.

F. Contracts for System Grants Subject to Colorado State Library Approval
   Applications will be carefully reviewed before contracts are written. Applicants will be given an opportunity to meet with the reviewing committee if problems arise.
   1. Contract for funds requested by an Advisory Board (Council) will be made with the member library designated in the statements of the Agreement as provided in D, 1, b, (6) above.
   2. Contract for funds requested by an Authoritative Board will be made with that Board.
   3. Approved system plans and accompanying budgets will be funded within the funds made available for that purpose annually.
   4. Contracts embodying agreements, the approved plans, and budgets which can be funded in any current state fiscal year (July 1-June 30) will

be prepared for signatures of all parties entering into the contract. All required signatures having been affixed, the contracted amount will be paid as stated in the contract for System Grant.

G. Contracts for System Grants in any subsequent year are contingent upon evaluation of the current program and presentation of a plan for the coming year.

These rules will be used to determine eligibility for and payment of grant funds to Individual Public Libraries in Colorado.

Appendix XV

PUBLIC LIBRARY SYSTEMS IN COLORADO

1. Arkansas Valley Public Library System ph. 544-1940
100 East Abriendo
Pueblo, Colorado 81005

Headquarters Library & System Area Resource Center:
Pueblo Regional Library ph. 544-1940
100 East Abriendo
Pueblo, Colorado 81005

Counties served (13):
Baca, Bent, Chaffee, Cheyenne, Crowley, Custer, Fremont, Huerfano, Kiowa, Las Animas, Otero, Prowers, Pueblo.

Member libraries (18):
Aguilar, Buena Vista, Canon City, Florence, Fowler, La Junta, Lamar, Las Animas, Lower Arkansas Valley Regional, Ordway, Pueblo, Rocky Ford, Salida, Springfield-Baca County, Swink, Trinidad, Walsenburg-Huerfano County, Westcliffe-Custer County.

2. Central Colorado Public Library System ph. 758-5166
Denver Regional Council of Governments
1776 South Jackson, Suite 200
Denver, Colorado 80210

Headquarters Library & System Area Resource Center:
Denver Public Library ph. 266-0851
1357 Broadway
Denver, Colorado 80203

Counties served (8):
Adams, Arapahoe, Boulder, Clear Creek, Denver, Douglas, Gilpin, Jefferson.

Member libraries (16):
Adams County, Arapahoe Regional District, Aurora, Boulder, Broomfield, Denver, Douglas County, Englewood, Georgetown, Idaho Springs, Jefferson County, Lafayette, Littleton, Longmont, Louisville, Westminster.

Appendix XVII

OFFICERS, TRUSTEES AND CITIZENS DIVISION, COLORADO LIBRARY ASSOCIATION, INC.

1961 Chairman, William S. Roe, Colorado Springs
Secretary, Mrs. John O'Rourke, Montrose

1962 Chairman, Richard Benson, Derby (Adams County Library)
Vice-Chairman, John Hill, Pueblo
Secretary, Eugene Caldwell, Westminster

1963 Chairman, Mrs. James J. Yeager, Boulder
Vice-Chairman, John Hill, Pueblo
Secretary, Eugene Caldwell, Westminster

1964 Chairman, Mrs. V. Kelsey Carlson, Fort Lupton (Weld County Library)
Vice-Chairman, Mrs. Bruce Isaacson, Glenwood Springs
Secretary, Mrs. Irven Borland, Akron (Northeast Colorado Regional Library)

1965 Chairman, Mrs. Bruce Isaacson, Glenwood Springs
Vice-Chairman, Mrs. Anne Louise Argust, Pueblo
Secretary, Mrs. Herman Oliner, Englewood

1966 Chairman, Mrs. Anne Louise Argust, Pueblo
Vice-Chairman, Frank Moran, Arvada

1967 Chairman, Frank Moran, Arvada
Vice-Chairman, Mrs. T. E. Metcalf, Aurora
Secretary, Mrs. J. Dean Schroeder, Jr., Arvada

1968 Chairman, Mrs. T. E. Metcalf, Aurora
Vice-Chairman, Mrs. Miles Davies, Deer Trail (Arapahoe Regional Library District)
Secretary Mrs. R. W. Edwards, Edgewater

1969 Chairman, Mrs. Miles Davies, Deer Trail (Arapahoe Regional Library District)
Vice-Chairman, Mrs. Gerald L. Jones, Colorado Springs
Secretary, Mrs. Richard Frisk, Longmont

1970 Chairman, Mrs. Gerald L. Jones, Colorado Springs
Vice-Chairman, Allen G. Chamberlain, Jr., Pueblo
Secretary, Mrs. T. E. Metcalf, Aurora

Appendix XVIII

TRUSTEES AND CITIZENS DIVISION, COLORADO LIBRARY ASSOCIATION, INC., EXECUTIVE COMMITTEE 1971

Chairman, Allen G. Chamberlain, Jr., Pueblo
Vice-Chairman, Mrs. Clinton Gregg, Arvada (Jefferson County Public Library)
Secretary, Mrs. John Baldwin, Holyoke

Ex-officio (non-voting):
Mrs. Gerald L. Jones, Colorado Springs
Arthur Ballantine, Durango

System-Area Representatives:
Arkansas Valley Public Library System
Mrs. T. S. Bailey, Ordway
Central Colorado Public Library System
John W. Bacher, Arvada
High Plains Public Library System
Mrs. Loyd Hostetler, Seibert
Pathfinder Public Library System
Harrison Russell, Gunnison
Plains and Peaks Public Library System
Mrs. Nell R. Campbell, Woodland Park
Southwest Public Library System
Mrs. E. G. McRae, Sr., Dolores
Three Rivers Public Library System
Mrs. Marge Wilbur, Meeker

COLORADO LIBRARY ASSOCIATION EXECUTIVE BOARD 1971

President, James D. Meeks, Colorado State Library
Past-President, Mrs. Arleen Ahern, Temple Buell College
First Vice-President/President-Elect, LeMoyne W. Anderson, Colorado State University Libraries
Second Vice-President, Dennis North, Regis College
ALA Councilor, Mrs. Margaret Reid, Penrose Public Library
MPLA Representative, Mrs. Chloe Eggart, Village Heights Elementary School
Chairman, College & University Library Division, James K. Foyle, Graduate School of Librarianship, University of Denver
Chairman, Public Library Division, Charles L. Youngman, Durango Public Library
Chairman, School Library Division, Mrs. Betty Jo Reese, Fairview High School, Boulder
Chairman, Trustees and Citizens Division, Allen G. Chamberlain, Jr., Pueblo

Appendix

PUBLIC LIBRARY SYSTEMS IN COLORADO

Three Rivers Public Library System (continued):

Counties served (10):
Eagle, Garfield, Grand, Jackson, Lake, Moffat, Pitkin, Rio Blanco, Routt, Summit.

Member libraries (10):
Garfield County, Grand County, Hayden, Jackson County, Lake County, Meeker, Pitkin County, Rangely, Steamboat Springs, Summit County.

COMPARATIVE STATISTICS (from 1968 Annual Reports to the Colorado State Library with 1969 population estimates)

	System Population	Population Served	Square Miles
Arkansas Valley	232,100	230,100	23,453
Central Colorado	1,101,000	1,101,000	5,051
High Plains	215,000	145,000	18,017
Pathfinder	96,800	95,300	12,826
Plains & Peaks	221,700	221,700	9,335
Southwest	72,500	70,675	17,095
Three Rivers	55,900	46,400	18,107

	Books Owned	Circulation	Total Income
Arkansas Valley	340,867	816,508	$ 421,346
Central Colorado	1,644,552	5,544,257	5,169,567
High Plains	524,491	1,603,439	652,247
Pathfinder	232,847	545,211	274,953
Plains & Peaks	250,994	695,006	656,274
Southwest	141,147	411,850	161,708
Three Rivers	127,012	249,434	197,254

Appendix XVI

LIBRARY ASSOCIATIONS OF INTEREST TO TRUSTEES

Each of these associations provides through their publications, workshops and meetings educational opportunities and training for more effective library trusteeship.

TRUSTEES AND CITIZENS DIVISION, COLORADO LIBRARY ASSOCIATION, INC.

Founded 1960.
Annual dues $3.00 payable to Colorado Library Association.
Executive Secretary: Miss Judith A. Houk, 4140 West 80th Place, Westminster, Colorado 80030.
Annual Convention: 1971, September 30-October 2; 1972, 1973, 1974, first Thursday-Saturday in December.
Publications (prepared cooperatively with the Colorado State Library): Trustees' Handbook, 1963, revised 1971; Libraries in Home Rule Cities, 1964, revised 1971.

MOUNTAIN-PLAINS LIBRARY ASSOCIATION

Includes Colorado, Kansas, Nebraska, Nevada, North Dakota, South Dakota, Utah and Wyoming.
Founded 1948.
Annual dues $3.00.
Executive Secretary: Daniel A. Seager, University of Northern Colorado, Greeley, Colorado 80631.
Annual Convention: usually in November.
Publications: Mountain-Plains Library Quarterly.

AMERICAN LIBRARY TRUSTEE ASSOCIATION, AMERICAN LIBRARY ASSOCIATION

Active since 1890.
Annual dues $15.00 payable to American Library Association, 50 East Huron Street, Chicago, Illinois 60611.
Executive Secretary: Donald H. Trottier.
Annual Convention: late June, early July; Mid-Winter Convention: January.
Publications: "The Public Library Trustee" newsletter; American Libraries.

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Mrs. Loyd Hostetler, Seibert
Pathfinder Public Library System
Harrison Russell, Gunnison
Plains and Peaks Public Library System
Mrs. Nell R. Campbell, Woodland Park
Southwest Public Library System
Mrs. E. G. McRae, Sr., Dolores
Three Rivers Public Library System
Mrs. Marge Wilbur, Meeker

COLORADO LIBRARY ASSOCIATION EXECUTIVE BOARD 1971

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Chairman, Trustees and Citizens Division, Allen G. Chamberlain, Jr., Pueblo

Appendix XIX

BRIEF HISTORY OF RECENT LIBRARY DEVELOPMENTS IN COLORADO

1947 Colorado Library Law passed by General Assembly.

1956 Congress passed the Library Services Act which provided federal funds to assist rural library development.
Colorado State Library prepared a five year plan for library development.

1960 Colorado General Assembly appropriated funds for first State Grant Program.

1963 Colorado General Assembly appropriated special funds for services to the blind.

1964 Colorado State Library contracted with the Denver Public Library to be the State Wide Reference Center and with the Bibliographical Center for Research to be the State Wide Communications and Referral Center.

1965 Colorado State Library funded a survey of libraries in the state and a long-range plan outline by Nelson Associates, Inc.

1966 "Colorado Plan for Library Development" adopted by Colorado Library Association.

1967 Colorado General Assembly amended the 1947 Library Law to allow a separate mill levy, not to exceed one and one-half mills, for county and regional public libraries.

1968 Seven public library systems and seven system area resource centers established by the State Library to serve all of Colorado.

STATE GRANTS APPROPRIATED BY COLORADO GENERAL ASSEMBLY

Fiscal Year	Amounts	Fiscal Year	Amounts
1961-62	$ 100,000	1967-68	$ 400,000
1962-63	200,000	1968-69	450,000
1963-64	200,000	1969-70	500,000
1964-65	200,000	1970-71	600,000
1965-66	300,000	1971-72	600,000
1966-67	400,000		

Appendix XX

READING LIST FOR TRUSTEES

Prepared with the assistance of Miss Harriet Lute, Director, Englewood Public Library.

BOOKS AND PAMPHLETS

American Library Association. Interlibrary Cooperation: A Sampling of Interlibrary Cooperation Programs. (Public Library Reporter No. 12). American Library Association, 1967.

American Library Association. Minimum Standards for Public Library Systems, 1966. American Library Association, 1966.

American Library Association. Studying the Community: A Basis for Planning Library Adult Education Services. American Library Association, 1960.

Batchelder, Mildred L. Public Library Trustees in the Nineteen-Sixties. (ALTA Publication Number Four). American Library Trustee Association, 1969.

Bowler, Roberta, ed. Local Public Library Administration. International City Managers' Association, 1964.

Colorado Library Association Trustees and Citizens Division. Libraries in Home Rule Cities. Revised ed. Colorado State Library, 1971.

Colorado State Library. Colorado Plan for Library Development. Colorado Department of Education, 1967.

Colorado State Library. Friends of the Library: Function, Organization, Activities. Colorado Department of Education, 1966.

Coplan, K. M. and Castagna, Edwin, eds. The Library Reaches Out. Oceana, 1965.

Fisher, John Andrew. Financial Planning in the Small Public Library. (Small Public Library No. 18) American Library Association, 1969.

Foster, Edith. The Library in the Small Community. (Small Public Library No. 14A). American Library Association, 1963.

Houle, Cyril O. The Effective Board. Association Press, 1960.

Jordan, Robert T. Tomorrow's Library: Direct Access and Delivery. Bowker, 1969.

Shaughnessy, Thomas, ed. Mobilizing Library Resources for Service. American Library Association, 1970.

Appendix

READING LIST FOR TRUSTEES

The Small Public Library: A series of guides for community librarians and trustees. American Library Association, 1962-63.

Smith, Hannis. Cooperative Approach to Library Service. (Small Public Library No. 16). American Library Association, 1962.

Wallace, Sarah Leslie, ed. Friends of the Library: Organization and Activities. American Library Association, 1962.

Wheeler, Joseph L. and Goldhor, Herbert. Practical Administration of Public Libraries. Harper & Row, 1962.

Young, Virginia G. The Library Trustee: A Practical Guidebook. Bowker, 1969.

PERIODICALS

American Libraries. (Formerly ALA Bulletin). (Monthly, except bi-monthly, July-August). Included in membership in American Library Association.

Library Journal. (Twice a month September through June, monthly July and August). R. R. Bowker Co., 1180 Avenue of the Americas, New York, N.Y. 10036. $15.00 per year.

Mountain-Plains Library Quarterly. Editor: Ford A. Rockwell, Wichita Public Library, Wichita, Kansas. Included in membership in Mountain-Plains Library Association.

Public Library Trustee. (Quarterly). Included in membership in American Library Trustee Association.

Washington Newsletter. American Library Association Washington Office, 110 Maryland Avenue, N.E., Washington, D.C. 20002. $8.00 for 12 issues.

Wilson Library Bulletin. (Monthly except July and August). The H. W. Wilson Co., 950 University Avenue, Bronx, New York 10452. $9.00 per year.